



DRAFT
INITIAL DEVELOPMENT PHASE
OS/ASAM/ODME 202-205-9332

Department of Health and Human Services
Diversity Management Implementation Plan
FY 2008

Table of Contents

| | Page |
|--|------|
| Executive Summary..... | 2 |
| Introduction..... | 3 |
| Diversity Management Practice 1: Leadership Commitment..... | 4 |
| Diversity Management Practice 2: Diversity Training..... | 5 |
| Diversity Management Practice 3: Recruitment..... | 6 |
| Diversity Management Practice 4: Retention..... | 7 |
| Diversity Management Practice 5: Succession Planning..... | 8 |
| Diversity Management Practice 6: Community Outreach..... | 9 |
| Diversity Management Practice 7: Employee Involvement..... | 10 |
| Diversity Management Practice 8: Special Emphasis Programs..... | 11 |
| Diversity Management Practice 9: Organizational Assessment..... | 12 |
| Appendix A: Workforce Demographic Tables..... | 13 |
| Appendix B..... | 14 |
| • National Institutes of Health (NIH) | |
| • Food and Drug Administration (FDA) | |
| • Centers for Disease Control and Prevention (CDC) | |
| • Indian Health Service (IHS) | |
| • Health Resources and Services Administration (HRSA) | |
| • Substance Abuse and Mental Health Services Administration (SAMHSA) | |
| • Agency for Healthcare Research and Quality (AHRQ) | |
| • Centers for Medicare & Medicaid Services (CMS) | |
| • Administration for Children and Families (ACF) | |
| • Administration on Aging (AOA) | |

Executive Summary

A high-performance organization relies on a dynamic workforce with requisite talents, multi-disciplinary knowledge, and up-to-date skills to ensure that it is equipped to accomplish its mission and achieve its goals. Such organizations typically (1) foster a work environment in which people are enabled and motivated to contribute to mission accomplishment and (2) provide both accountability and fairness for all employees. To accomplish these objectives, high-performance organizations are inclusive, drawing on the strengths of employees at all levels and all backgrounds; an approach consistent with diversity management.¹

The Department of Health and Human Services (HHS) Diversity Management Plan (2007 – 2010) is an operational plan designed to build on the promise of diversity by setting Specific, Measurable, Attainable, Realistic, and Time-framed (SMART) objectives to achieve the department's desired outcomes in diversity management. The plan begins with an introduction that provides a synopsis of the department's philosophy on diversity and introduces the plan's approach as Diversity Management Practices. These nine practices are the steps on the ladder to transforming HHS' workforce into a more diverse unit, representative of the community it serves. What they are not is an affirmative action plan.

The nine Diversity Management Practices are:

1. Leadership Commitment
2. Diversity Training
3. Recruitment
4. Retention
5. Succession Planning
6. Community Outreach
7. Employee Involvement
8. Special Emphasis Programs
9. Organizational Assessments

An action plan with SMART objectives provides the operational focus for implementing the Department's nine Diversity Management Practices. The action plan identifies:

1. Number of action tasks to be completed
2. Office or person of primary responsibility
3. Strategic and operational partners
4. Timelines for completion of tasks
5. Expected outcomes
6. Outcome evaluation standards

1. 2005. United States Government Accountability Office; "Diversity management; Expert-identified leading practices and agency examples"; Report to the Ranking Minority Member, Committee on Homeland Security and Governmental Affairs, US Senate

Workforce Diversity

The most valuable asset in any organization is its employees. An organization committed to recruiting, developing, and retaining a diverse workforce is an organization ready to succeed in today's trans-cultural markets. Nowhere is this more evident than in public service agencies, whose mission is to serve communities where the spirit of diversity is embedded in the people who make up those communities. HHS recognizes government agencies do not serve a single homogenous people base, but a base with global influence of all people and cultures in the realms of family, work, and community. As our community continues to diversify, HHS understands the need to recruit and maintain a workforce that mirrors the community it serves. The spirit of inclusion resulting from workforce diversity helps to produce an organization that is creative, efficient, and effective.

Making the Business Case

Diversity's spirit of inclusion is not just about organizational development, but also creating an environment that respects, welcomes, develops and leverages individual differences as a competitive strength. Creating this environment of inclusion requires a commitment to diversity from leadership. This commitment ensures diversity is a process that is integrated, ongoing, and measurable. HHS recognizes the "business case" for diversity as an economic imperative in a high performing organization, a case achievable only through a comprehensive program to manage diversity. Leadership commitment is crucial, but just as important is diversity training, recruitment, retention, succession planning, organizational assessment, community outreach, employee involvement, special emphasis programs, and workforce analysis. These nine diversity management practices form the framework for the HHS Diversity Management Plan (2007 – 2009).

Strategic Diversity Management

Diversity management practices in a large organization like HHS must be institutionalized by integrating them into the department's overall strategic planning efforts. Implementation of the HHS Diversity Management Plan (2007 – 2009) is crucial as the next step to integrate the diversity management practices in this plan with the Key Focus Areas in the HHS Human Capital Strategic Plan (FY 2007-2012). By committing to this integration, HHS ensures the diversity management practices adopted under this plan and future updates to this plan, become part of the organization's strategic priorities for years to come.

The management practices in this Diversity Management Plan provide:

- A departmental strategy for managing diversity;
- A systematic approach to integrate diversity management with organizational human capital management systems;
- A mechanism to educate and develop employees on the value of diversity;
- A process to complete organizational assessments for the purpose of continuous process and outcome improvement;
- A process to capitalize on internal and external resources;
- A strategic and operational partnership with key internal and external stakeholders

HHS Diversity Management Practice 1 – Leadership Commitment

A vision of diversity demonstrated and communicated throughout an organization by top-level management

For an organization to fully realize the significant value achieved by creating a climate where diversity and inclusiveness are embraced, they must move from rhetoric to action. Strong and consistent commitment by leaders and upper-level managers enables the culture of inclusiveness to take hold within an organization.

Action Plan for HHS Diversity Management Practice 1- Leadership Commitment

Purpose:

- 1. To provide an integrated, ongoing, and measurable process to manage diversity
- 2. To institute accountability for implementation of diversity initiatives and processes

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

Expected Outcomes:

- 1. A leadership-approved vision for diversity
- 2. A written HHS policy on diversity management
- 3. A process to Integrate diversity management into organizational strategic plans
- 4. Establishment of HHS diversity management forums
- 5. Management performance goals linked to the diversity initiatives in this plan

HHS Diversity Management Practice 2 – Diversity Training

Organizational efforts to inform and educate management and staff about diversity

Diversity training increases productivity because it provides management and staff with an awareness and understanding of diversity. This translates into knowledge and skills to assist in organizational problem solving, conflict resolution, and continuous improvement.

Action Plan for HHS Diversity Management Practice 2 - Diversity Training

Purpose:

1. To provide professional development training to HHS employees
2. To create an environment of supportive education and training systems, policies, and practices, which improves organizational performance

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

Expected Outcomes:

1. A formal diversity training plan for HHS hiring managers, supervisors, new hires
2. Diversity training for newly hired personnel within 60 days of assignment to HHS
3. Reduced EEO complaints
4. Increased representation in AEP groups above current year MD-715 rate

HHS Diversity Management Practice 3 – Recruitment

The process of attracting a supply of qualified, diverse applicants for employment

The first step towards establishing a diverse workforce is recruiting qualified and diverse applicants. The use of technology as a human resource tool strengthens recruitment efforts.

Action Plan for Diversity Management Practice 3 – Recruitment

Purpose:

1. To provide a HHS with tools to attract a qualified and diverse applicant pool

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

Expected Outcomes:

1. A dedicated FTE with responsibilities for recruiting women, minorities, and people with disabilities
2. Creation of a recruiting toolkit containing recruitment plans, resources, and
3. Development of web-based and print HHS multicultural recruitment advertising
4. A process to report progress to senior leaders

HHS Diversity Management Practice 4 – Retention

Organizational efforts to recognize, reward, and otherwise retain talented employees

Action Plan for HHS Diversity Management Practice 4 – Retention

Purpose:

1.

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

Expected Outcomes:

1.

HHS Diversity Management Practice 5 – Succession Planning

An ongoing, strategic process for identifying and developing a diverse pool of talented future leaders

Action Plan for HHS Diversity Management Practice 5 – Succession Planning

Purpose:

1.

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

Expected Outcomes:

1.

HHS Diversity Management Practice 6 – Community Outreach

Organizational efforts to leverage external resources and develop external strategic partnerships

Action Plan for HHS Diversity Management Practice 6 – Community Outreach

Purpose:

1.

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

Expected Outcomes:

1.

HHS Diversity Management Practice 7 – Employee Involvement

The contribution of employees in driving diversity throughout an organization

Action Plan for HHS Diversity Management Practice 7 – Employee Involvement

Purpose:

1.

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

Expected Outcomes:

1.

HHS Diversity Management Practice 8 – Special Emphasis Programs

Activities related to the employment, promotion and retention of individuals in protected groups

Action Plan for HHS Diversity Management Practice 8 – Special Emphasis Programs

Purpose:

1.

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

Expected Outcomes:

1.

HHS Diversity Management Practice 9 – Organizational Assessment

Activities related to the employment, promotion and retention of individuals in protected groups

Action Plan for HHS Diversity Management Practice 9 – Organizational Assessment

Purpose:

1.

| Action Plan Task | Responsible Officials | Partners | Timeframe | Measurement |
|------------------|-----------------------|----------|-----------|----------------------------|
| 1. | | | | Quantity, quality, or time |

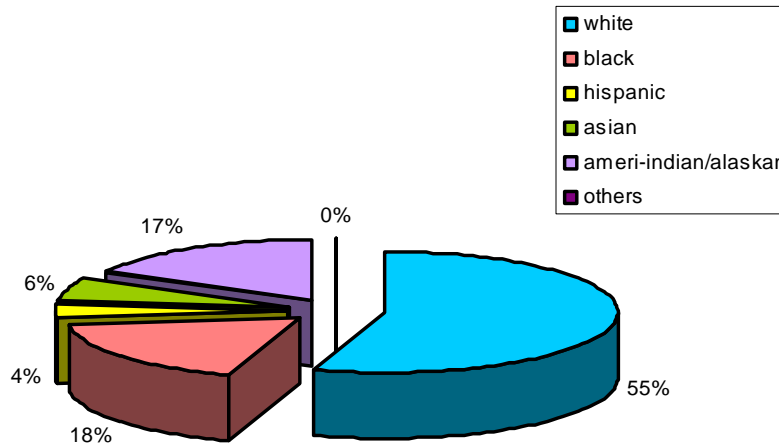
Expected Outcomes:

1.

APPENDIX A

HHS EMPLOYEE DEMOGRAPHICS: OUR DIVERSITY

- 62.2% of all HHS employees are women
- 8.0% have veterans' preference
- 5.3% are disabled
- 0.9% have targeted disabilities
- 45.4 are of a minority race/national origin as follows:
 - 17.0% - Native American
 - 06.9% - Asian
 - 17.7% - African American
 - 03.7% - Hispanic
- Below is a graphic representation of the HHS workforce race/national origin.



| | | | | | | | | |
|---------------------------------|--------|-------|----------------------------|-----------|--------|-------------------------|-----------------|------------------|
| Permanent Workforce: 53,044 | | | Temporary Workforce: 7,406 | | | Total Workforce: 60,450 | | |
| Workforce Composition | | | | | | | | |
| | Total | Men | Women | Hispanics | Whites | Blacks | Asian Americans | American Indians |
| | | | | | | | | |
| Permanent Workforce | 53,044 | 37.4% | 62.6% | 3.6% | 53.2% | 17.6% | 7.7% | 17.8% |
| Major Occupations: | | | | | | | | |
| Medical Officer | 1,747 | 59.1% | 40.9% | 5.1% | 7.2% | 6.8% | 11.5% | 4.3% |
| Nurse | 2,743 | 9.9% | 90.1% | 3.2% | 80.5% | 8.7% | 5.8% | 0.4% |
| Information Technology | 2,420 | 58.6% | 41.4% | 3.0% | 62.0% | 17.7% | 8.6% | 8.6% |
| GS-14 and GS-15* | 11,008 | 51.0% | 49.0% | 3.0% | 76.4% | 10.3% | 7.7% | 2.5% |
| Senior Pay Level* | 382 | 58.4% | 41.6% | 1.8% | 78.8% | 11.0% | 2.6% | 5.8% |
| First-Level Officials/Managers | 1,221 | 33.2% | 66.8% | 1.6% | 28.8% | 9.0% | 0.9% | 59.6% |
| Mid-Level Officials/Managers | 2,272 | 50.1% | 49.9% | 3.1% | 69.4% | 14.3% | 4.8% | 8.2% |
| Senior Level Officials/Managers | 2,694 | 57.0% | 43.0% | 1.9% | 81.4% | 9.7% | 4.5% | 2.6% |

APPENDIX B

HHS ORGANIZATION

HHS administers its programs through the following operating divisions, including eight agencies in the U.S. Public Health Service, three human service agencies and the Office of the Secretary (OS):

- ***National Institutes of Health (NIH)*** -- the world's premier medical research organization, supporting over 38,000 research projects nationwide.
- ***Food and Drug Administration (FDA)*** -- assures the safety of foods and cosmetics, and the safety and efficacy of pharmaceuticals, biological products, and medical devices.
- ***Centers for Disease Control and Prevention (CDC)*** -- provides a system of health surveillance to monitor and prevent disease outbreaks, implement disease prevention strategies, and maintain national health statistics.
- ***Indian Health Service (IHS)*** -- provides health services to 1.6 million American Indians and Alaska Natives of more than 550 Federally recognized tribes.
- ***Health Resources and Services Administration (HRSA)*** -- provides access to essential health care services for people who are low-income, uninsured, or who live in rural areas or urban neighborhoods where health care is scarce. They help prepare and educate the nation's health care system and providers as well as oversee the nation's organ transplantation system.
- ***Substance Abuse and Mental Health Services Administration (SAMHSA)*** -- works to improve the quality and availability of substance abuse prevention, addiction treatment and mental health services.
- ***Agency for Healthcare Research and Quality (AHRQ)*** -- supports and disseminates research on health care systems, health care quality and cost issues, access to health care, and effectiveness of medical treatments.
- ***Centers for Medicare & Medicaid Services (CMS)*** -- administers the Medicare and Medicaid programs. CMS also administers the State Children's Health Insurance Program.
- ***Administration for Children and Families (ACF)*** -- responsible for some 60 programs that promote the economic and social well-being of children, families and communities.
- ***Administration on Aging (AOA)*** -- supports a nationwide aging network, providing services to the elderly, especially to enable them to remain independent. Supports ombudsman services for elderly, and provides policy leadership on aging issues.
- Departmental leadership is provided by the ***Office of the Secretary (OS)***, which includes several staff divisions.